

: UWÄ_fÄZhYa Ub[Y`'VYg]Y[Yb.'Gc
fYj c`i h]cb]YfYb`< UbXk Yf_gVYhf]YVY`XUg
F YWfi]h]b[°

9fZU\ fYb`G]Yž`k]Y`< UbXk Yf_gVYhf]YVY`]b`² ghYffY]WÄ`a]h
a cXYfbYb`F YWfi]h]b[!GhfUHY[]Yb`i bX`X][]hU`Ya `9a d`cmYf
6fUbX]b[`XYa `: UWÄ_fÄZhYa Ub[Y`'VY[Y[bYb"



@UbXghfU» Yž`² ghYffY]WÄ`!`< UbXk Yf_gVYhf]YVY`]b`² ghYffY]WÄ
g]bX`U_hi Y`a]h`Y]bYf`< YfUi gZcfXYfi b[`cbZfcbh]Yfhž`X]Y`U`Yg
UbXYfY`U`g`_Y]b`]gh`XYf`: UWÄ_fÄZhYa Ub[Y`'`a a Yf`a Y\ f
I bhYfbY\ a Yf`Yf_YbbYbž`XUgg`X]Y`_Ugg]gWÄYb`F YWfi]h]b[!
A Yh\cXYbž`k]Y`Df]bh]bgYfUHY`i bX`æVVÖfgYbž`b]WÄh`a Y\ f
Ui gfY]WÄYbž`i a `X]Y`VYghYb`HU`YbhY`ni `YffY]WÄYb`"8]YgY
DfcV`Ya Uh]_`VYhf]Zh`b]WÄh`bi f`; fc»i bhYfbY\ a Ybž`gcbXYfb`j cf
U`Ya `Ui WÄ`j]Y`Y`_Y]bY`6Yhf]YVYž`X]Y`cZh`U`g` <]XXYb`7\Ua d]cbg
]a`<]bhYf[fi bX`U[]YfYb`"K]Y`a Y]bVYn]f_"Uh`VYf]WÄhYhž`gYhnYb
a]h`Yfk Y]Y`]a a Yf`a Y\ f`:]fa Yb`Ui Za cXYfbY`GhfUHY[]Yb`k]Y
GcW]U`F YWfi]h]b[`i bX`X][]hU`Yg`9a d`cmYf`6fUbX]b[ž`i a `X]YgYa

HfYbX`Ybh[Y[Ybni k]f_Yb"

æ\Ubb`?bc``i bX`đ `]Ub`@ccg`j cb`XYf`5XJ Ybhi fY`A Uf_Yh]b[`; a V<
\UVYb`Yf_Ubbhž`XUgg`\Yf_Öa a `]WXY`GhY`YbUbnY][Yb`b]W`h`a`Y`f`
X]Y`f]W`h][Y`N]Y`[fi ddY`YffY]W`Ybž`]bgVYgc bXYfY`X]Y`dUgg]j Yb
6Yk YfVYfž`X]Y`ØVYf`_Ugg]gW`Y`æVdcfhU`Y`b]W`h`Ub[Ygd`fc`W`Yb
k YfXYb`_ÖbbYb`` ÆfY`@Ögi b[.`8i fW`X`Yb`9]bgUhn`j cb`GcW`U`
FYWfi]h]b[[Y`]b[h`Ygž`V]g`ni`-)`i`X]YgYf` : UW`_f`Ä`ZhY`ni`Y`ffY]W`Yb`"
9]b`X][]hU`Yf`G`W`b`Y`V`Yk`YfVi`b[gdfcnYgg`Yfa`Ö[`]W`h`X`UVY`Y`]b`Y
6Yk YfVi b[`c`b`Y`@YVYbg`Ui`Zi`bX`5bgW`fY]VYb`i`[Ubn`Y]b`ZUW`d`Yf`
Ga`Ufhd`cb`Y`i`b`X`a`]h`bi`f`k`Yb][Yb`?`_]W`g``Gc`_ÖbbYb`[YfUXY
<UbXk Yf_gVYhf]YVY`]\fY`DYfgc`b`U`ghf`UhY[]Y`Y`ZY`_h]j`X][]hU`
k`Y]hYfYb`hk`]W`_Y`b`i`b`X`g]W`X`U`g`U`h`f`U`_h]j`Y`5`f`V`Y]h[YVYf`
dcg]h]cb]YfYb"

8]Y`8][]hU`]g]Yfi b[`U`g`GW`ØggY`

Æ`XYf`\Yi`h][Yb`NY]h`a`ØggYb`i`bhYfbY`a`Yb`b]W`h`bi`f`g]W`h`V`U`f`
k`YfXYbž`g]Y`a`ØggYb`Ui`W`X`]\fY`F`Y`W`fi`]h]b[!Ghf`UhY[]Yb`Ubd`UggYbž`
i`a`i`a`K`Y`h`V`Yk`YfV`i`a`i` : UW`_f`Ä`ZhY`YfZc`[fY]W`X`ni`V`Y]VYb``8`Ug`
X][]hU`Y`9a`d`c`m`Yf`6`f`UbX]b[`i`b`X`GcW`U`F`Y`W`fi`]h]b[`g]b`X`\`Y`f`V`Y`
i`b`Yf`Ä`gg]W`X``Gc`V`Yf]W`h`Y`h`**Vi`g]b`Y`gg!`U`W`X`Y`a`m`fi`f`"X`Y`j`cb`X`Yf`
B`c`h`k`Y`b`X][_Y]h`Z`Ø`f`a`]h`Y`g`h`Ä`b`X]g`W`X`Y`i`bhYfbY`a`Ybž`]\fY`
G]W`h`V`U`f`_Y]h`i`a`i`Æ`h`Y`f`b`Y`h`ni`Y`f`\`Ö`Y`b``K`Y`f`d`c`h`Y`b`n]Y``Y`5`ni`V]g`i`b`X`
: UW`_f`Ä`ZhY`Y`ffY]W`Yb`k`]ž`a`i`gg`g]W`X`Y`f`g`h`Y`Y`b`ž`X`U`g`g`X`U`g`Y][Yb`Y`
l`bhYfbY`a`Yb`ØVYf`Gi`W`a`U`g`W`X]b`Yb`k`]Y` ; cc[`Y`c`X`Y`f`D`U`h`h`Z`c`f`a`Y`b`
k`]Y`M`c`i`H`i`V`Y`Y]W`h`i`U`i`Z]b`X`V`U`f`]g`h"**

8 UfØVYf`\]bUi`g]gh`?`fY`Uh]j`]h`Ä`h`[Y`Z`f`U[h`i`l`bhYfbY`a`Yb`gc`h`Y`b`
gd`Y`n]Y``Y`@`U`b`X]b[d`U[Y`g`Z`Ø`f`G`h`Y`Y`b`U`b`n`Y][Y`b`Y`f`g`h`Y`Y`b`i`b`X`
f`Y[Y`a`Ä`»][`Ø`V`Y`f`_`f`Y`U`h]j`Y`7`c`b`h`Y`b`h`l`6`Y]h`f`Ä[Y`Z`Ø`f`a`Y`f`G]W`h`V`U`f`_Y]h`
g`c`f[Yb``K`c`i`[Yk`ØbgW`h`ž`_ÖbbYb`Ui`W`X`X]fY`_hY` : fU[Yb`j`cb`
Æ`h`Y`f`Y`gg]Y`f`h`Y`b`ØVYf`gc`n]U`Y`B`Y`h`k`Y`f`_Y`V`Y`U`b`h`k`c`f`h`Y`h`k`Y`f`X`Y`b`ž`i`a`
X`U`g`Æ`h`Y`f`Y`gg`Y`U`b`c`Z`Y`b`Y`b`G`h`Y`Y`b`ni`k`]W`_Y`b``5`i`h`Y`b`h]g`W`X`Y`
6`Y]h`f`Ä[Y`j`cb`A`]h`U`f`V`Y]h`Y`f`b`i`b`X`[[Z`Y`]b`Y][Yb`Y`f`5`ni`V]!`?`U`b`U`i`]b`
g`c`n]U`Y`b`A`Y`X]Y`b`g`h`Y][Y`f`b`X]Y`5`h`f`U`_h]j`]h`Ä`h`Y`b`c`f`a`"

8 UhYbVUg]YfhY`9bhgW`X`Y]Xi b[Yb`i`b`X`?`=`

9]b`k Y]hYfYf`HfYbX`]gh`X]Y`Bi hni b[`j cb`8 UhYb`i bX
 Ui hca Uh]g]YfhYb`DfcnYggYb`]a `F YWfi]h]b[" `@Ui h`i a Ubi g"XY
 gc``hYb`l bhYfbY`a Yb`Ui hca Uh]g]YfhY`6Yk YfVYfj Yfk U`hi b[Yb
]a d`Ya Ybh]YfYbž`i a `X]Y`9ZZ]n]Ybn`]a `5i gk U`d`fcnYgg`ni
 Yf\`0`Yb``8 Ug`i a ZUggh`X]Y`Ui hca Uh]gW`Y`9fZUggi b[`i bX`:]`hYfi b[
 j cb`6Yk YfVi b[Yb`gck]Y`hfUbgdUfYbhY`GhUhi`gUbny][Yb``6Yk YfVYf
 Yfk UfhYb`Yi hni hU[Y`b]W`h`bi f`gW`bY`Y`F`ØW`a`Y`Xi b[Yb`i bX
 Y]bZUW`Y`6Yk YfVi b[Ybž`gcbXYfb`Ui W`h`fUbgdUfYbhY
 ðZcfa Uh]cbYb`ØVYf`; Y`U`hi bX`9bhk]W`i b[ga`0[`]W`_Y]hYb"

9]b`YbhgW`Y]XYbXYf`Di b_h]gh`Ui W`XUg`9a d`cmYf`6fUbX]b[.
 5i h`Ybh]gW`Y`9]bV`]W`_Y`]b`XYb`5fVY]hgU`hU[`i bX`X]Y
 l bhYfbY`a Ybg_i`hi f`g]bX`k]W`h][ž`i a `X]Y`VYghYb`HU`YbhY`ni
 [Yk]bbYb``8]Y`K]W`h][_Y]h]j cb`[i hYb`6Yk Yfhi b[Yb`Ui Z
 D`UhhZcfa Yb`k]Y`?i bi bi`cXYf`; `UggXccf`_Ubb`b]W`h[Ybi [`VYhcbh
 k YfXYb``GW`]Y»`]W`gi W`Yb`6Yk YfVYf`b]W`h`bi f`Y]bYb`æVž
 gcbXYfb`Ui W`Y]b`l a ZY`Xž`]b`XYa`g]Y`g]W`k`c`ZØ`Yb"
 K YfhYcf]Ybh]YfhYg`F YWfi]h]b[`i bX`Y]bY`cZZYbYž`k YfhgW`ÀhnYbXY
 l bhYfbY`a Ybg_i`hi f`n]Y`Yb`Yi hY`hU`Ybh]YfhY`6Yk YfVYf`Ub"

Ni gUa`a YbZUggYbX``Àggh`g]W`gU[Ybž`XUgg`< UbXk Yf_gVYhf]YVY
 i bX`U`Y`UbXYfYb`l bhYfbY`a Ybž`X]Y`]a`K YhhVYk YfV`i a`HU`YbhY
 VYghY`Yb`k`c`Ybž`]\fY`DYfgcbU`[Yk]bbi b[gghfUHY []Yb
 ØVYfXYb`_Yb`a ØggYb``Bi f`Xi fW`X]Y`J YfgW`a`Y`ni b[`hfUX]h]cbY`Yf
 i bX`X][]hU`Yf`5bg`ÀhnY`_ØbbYb`g]Y`XYb`< YfUi gZcfXYfi b[Yb`XYg
 : UW`_f`ÀZhYa Ub[Y`g`YZZY`_h]j`VY[Y[bYb``5i ZY]bY`Ni`_i bZhž`]b`XYf
 F YWfi]h]b[`gc`ZYl]VY`i bX`XmbUa`]gW`]gh`k]Y`X]Y`5fVY]hgk Y`h
 gY`Vgh`

8YhU]`g	
C fh	@UbXghfU» Yž`2 ghYffY]W`
E i Y`Yb	<ul style="list-style-type: none"> • k k k "a Y]bVYn]f_"Uh • Vi g]bYgg!UWXYa m!fi \f"XY • k k k "\i a Ubi g"XY

6Ygi W\ Yb`G]Y`i bg`Ui Z.`a Y]b!k]Yb"bYh